

Private
Sector
Development
Donor Matrix

Belize
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This report and the attached Belize Private Sector Donor Matrix were compiled and produced by Launchpad Consulting under the auspices of Compete Caribbean from January - March 2012.

The findings are based upon Launchpad Consulting's interpretation of the material collected and data from consultations, observations and general stakeholder feedback. All attempts have been made to ensure the accuracy of the results and the integrity of the interpretation.

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CATALOGUE OF ACRONYMS

BCCI	Belize Chamber of Commerce and Industry
BCUL	Belize Credit Union League
Beltraide	Belize Investment Promotion and Trade Development Agency
CABEI	Central American Bank for Economic Integration
CARICOM	Caribbean Community
CARIFORUM	Denotes the member states of the Caribbean Community and the Dominican Republic
CARTfund	Caribbean Aid for Trade and Regional Integration Trust Fund
CDB	Caribbean Development Bank
CIDA	Canadian International Development Agency
CSME	CARICOM Single Market and Economy
DFID	Department for International Development (UK)
DMX	Donor Matrix
EDF	European Development Fund
EPA	Economic Partnership Agreement
EU	European Union
GoB	Government of Belize
GDP	Gross Domestic Product
GST	General Sale Tax
IADB	Inter-American Development Bank
IFAD	International Fund for Agriculture Development
IFC	International Finance Corporation
IICA	Inter American Institute for Co-operation on Agriculture
IMF	International Monetary Fund
MIF	Multilateral Investment Fund

MSME	Micro Small and Medium Enterprises
MTDS	Medium Term Development Strategy
ODI	Overseas Development Institute
PSAR	Private Sector Assessment Report
PSD	Private Sector Development
ROC	Republic of China
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
YBTB	Youth Business Trust Belize

Abstract

In order to facilitate the harmonization of donor activity for private sector development, Compete Caribbean, an agency funded by the IADB, DFID, CIDA and CDB to promote the competitiveness of CARIFORUM states, has established a program to finance the design of a common tool, the country PSD Donor Matrix (DMX), to register ongoing and past country-level programs related to private sector development and improvement of competitiveness that are being implemented by multilateral and bi-lateral institutions in the region.

This report delineates the inaugural use of the tool in the context of Belize. It enumerates the context for private sector development in Belize, summarizes the findings in the application of the tool and provides the donor matrix inventory in a separate Annex to this report.

The DMX has proven to be an effective tool since in implementation it achieved its intended outcomes. Essentially it is designed to provide a snapshot of programs and projects in a given point in time, and identify overlaps, redundancies and gaps in donor interventions if they exist, with a view to improving the efficacy of donor interventions and coordination in PSD. In the case of Belize, ensuring a complete inventory provided for some challenges since there is no specific focal point for PSD initiatives on the ground, but once established the gaps and other opportunities for improvement became apparent.

Belize provided a fertile testing ground for the tool since there is evidence of twenty nine programs/projects with PSD relevance. These emanate from thirteen (13) donors, ten or 77% of which are multilateral donor agencies with a regional scope of programs. Two are from multilateral agencies with a global program scope and one specific to the member states of the Commonwealth Community. Together these account for approximately \$163.34M USD in funding of which grant funding provides for 69%. Interventions which seek to improve the business supportive institutional infrastructure and access to finance dominate, with supply of infrastructure and investments in research and innovation/technology transfers closely following. Most projects/programs are designed to address/improve multiple private sector issues, with the most dominant pairings appearing as access to finance and business supportive institutional infrastructure.

As it relates to the context for PSD in Belize, the country faces some challenges. Coordination failures among and between PSD stakeholders at all levels, lack of credible, accurate information on PS contribution and activity and not enough attention to domestic PSD policy and the attendant institutional framework, provide for program overlap, failure to exploit funding opportunities particularly through regional programs where the country and its PS constituents must be aggressive in making the case for PSD funding, higher transaction costs due to coordination failures and gaps in interventions. With leadership, these can be addressed and the report concludes by providing recommendations for consideration by the policymakers and donor community.

In the final analysis, the DMX will only be useful to Belize if there is an unambiguous and easy mechanism for maintenance of the inventory, and appropriate attention to overlaps and gaps where they exist. Annex 3 provides some recommendations on indicators which may be helpful in ensuring the DMX continues to deliver value for Belize. But the DMX resides on a platform that is not tolerant of coordination failures of the sort currently featured in the PSD context in Belize and this will have to be attended to as a priority if the tool is to remain relevant for the country. Domestic PSD actors and donors at all levels will have to embrace the effort and commit to the upkeep of the inventory either at an individual or coordinated country level to ensure the DMX continues to provide a credible platform for donor planning and coordination going forward. The ability of the tool to invite and

encourage stakeholder commitment to its survival is the ultimate test of its value and at this point remains to be seen.

I.0 BACKGROUND

The Inter-American Development Bank (IDB), the UK's Department for International Development (DFID), the Foreign Affairs, Trade and Development Canada (DFATD) and the Caribbean Development Bank (CDB), have established a co-financing program called "Compete Caribbean". The ultimate goal of this Program is to contribute to the increase in the standard of living and quality of life, and the enhancement of the competitiveness of the 15 independent CARIFORUM countries. The objective of the Program is to help increase: (i) donor harmonization and coherence, equity and sustainability of national and regional private sector strategies; (ii) the efficiency and effectiveness of Caribbean governments to promote a competitive, growth-oriented business and investment climate; and (iii) innovation, productivity, value added production, sales and sustainability in key Caribbean clusters and value chains, and product sophistication, productivity and exports of individual firms.

In order to involve other bilateral donors and international financial institutions (IFIs) in the development and implementation of the program, the Bank promoted the establishment of a PSD Donor Harmonization Group for the Caribbean region in 2008. The objective of the Group is to increase the impact of the donors' many regional PSD project by sharing information and lessons learned and promoting synergies. Donors, working together, have the opportunity to (i) support the development and execution of a larger, more comprehensive private sector approach to address the growth challenge across the region, (ii) increase the development impact of joint private sector development projects, and (iii) minimize transaction costs. The Compete Caribbean Program anticipates activities for PSD donor coordination and collaboration at the both the country and regional level as part of its implementation and in alignment with the Rome Declaration on Donor Harmonization and the Paris Declaration on Aid Effectiveness.

In order to facilitate such harmonization, the Compete Caribbean Program has built in a sub-component (1.2) to finance the design of a common tool, the country PSD Donor Matrix (DMX), to register ongoing and past country-level programs related to private sector development and improvement of competitiveness that are being implemented by multilateral and bi-lateral institutions in the region.

The PSD Donor Matrix is intended to be a comprehensive tool to identify, assess and monitor PSD strategies and projects within the 15 CARIFORUM countries at the regional and national level. The focus of the DMX is to capture in detail the purpose of donor funded past and current programs, and to identify gaps not covered by donors or local programs designed to facilitate PSD. While at the regional level there may be similar instruments, none have been coordinated for PSD strategies and projects at the national level.

2.0 INTRODUCTION

The project to populate the DMX for CARIFORUM countries started in February of 2012, with Belize. The activities of the inaugural project in summary are provided below;

a. Review the DMX methodology

Review the Compete Caribbean DMX methodology and template (*The Compete Caribbean Donor Matrix Guide*) in the context of its applicability in Belize and in relation to the information available for Belize and review with the author and provide a brief Inception Report which contextualizes the DMX methodology to Belize and outlines the approach and schedule for the consultancy.

b. Develop a Donor Matrix for Belize for 2012

implement the Compete Caribbean DMX methodology in Belize.

c. Document Lesson Learned

The Consultant will record the successes, challenges and other issues encountered in the application of the DMX methodology. Lessons learned and recommendations for improvements to the methodology will be made. The output of this activity is a Final Report.

The DMX Methodology

The DMX was created by Dr. Carlos Elias and is a tool that is intended to be used by government, stakeholders and the donor community to improve coordination of PSD programs and projects. The DMX will capture PSD programs (a series of projects) and projects in a country, including business climate reforms, macroeconomic support to governments, and direct support to the private sector—the programs and projects included in the DMX are active programs only. As such it is a tool that will be used to identify, assess, and monitor PSD strategies for individual CARIFORUM countries as well as for region-wide projects. The DMX is also meant to be used for the development of strategic partnerships, to identify gaps and omissions, and to maximize the impact of projects through improved donor coordination.

The preparation of each DMX will follow a phased approach. The first phase of the preparation of the DMX ends when a complete DMX report has been finalized and information, analysis and inventory of programs and projects have been published in the Compete Caribbean website. The second phase of the preparation of the DMX includes the definition of the process for updates, and evaluation of impact of each DMX as it relates to donor coordination and PSD indicators.

This project provides for the completion of the first phase of the DMX, with the following as the expected outcomes:

- Snapshot of programs and projects designed to support PSD

- Identification of overlapping or duplicating programs and projects
- Identification of omissions and gaps in PSD support

3.0 THE APPROACH

The approach to the development of the first phase of work is specifically outlined in the DMX Guidelines. Given the requirement to test the validity of the assumptions and recommendations provided by the DMX expert, the approach here is aligned (as much as it practicable) with the expert's recommendations, having due regard for the specific activities outlined in the terms of reference for this project. Experiences related to the implementation of the DMX are provided immediately below.

The specific recommended activities are as follows:

- Internet search of all PSD-related strategies, programs and projects available in websites of the donor community, local stakeholders, academia and publicly supported institutions. Preparation of a brief report with the information identified, sources, and brief description of relevant data, documents, and programs and projects;
- Using the previous information and with the support of Compete Caribbean (i) contact representatives within the donor community, stakeholders, academia and publicly supported institutions and (ii) request updates of identified programs and projects
- Consolidate information and prepare pre-mission report. The pre-mission report should include the results of the previous two steps, the identification of necessary in-country meetings, and a tentative agenda of meetings. Compete Caribbean with the support of the Inter-American Development Bank will help prepare the agenda of meetings for the mission
- Mission to collect primary information. During the mission all data, information, and documents related to the purpose of the DMX will be collected
- Identification of indicators of DMX results and creation of a baseline, and preparation of a strategy for future evaluation of the impact of the DMX
- Preparation of the draft DMX and inventory of programs and projects for the review of Compete Caribbean staff and representatives of the donor community
- Workshop to present results and receive comments about the DMX and DMX Database
- Incorporation of the data and results into the MS Access DMX Database
- DMX and data uploaded into the Compete Caribbean website

Review of the DMX Matrix

The responsibility of this project for the first phase of the DMX ends at the submission of the final report. The terms do not provide for the conduct of a workshop, incorporation of the data and results in the MS Access DMX database or the upload of the data to the Compete Caribbean website. Thus, the review will not include these tasks. However for what it is worth, they are in my opinion logical and necessary steps to complete the DMX and add value to the exercise.

Experiences for the most part validated the recommendations of the expert. As a first step, the information rich donor portals on the internet provided for a comprehensive, if not exhaustive, snapshot of existing interventions. The information was comprehensive to the extent that it provided for most of the fields required in populating the matrix. However, there are often changes at implementation which

were not captured by the project documents or updated to the websites and typically the portals provided no or little information on progress. Nevertheless, the information at the desk research stage was enough to define the context for the PSD donor community and hone the focus for the mission.

In the case of Belize, the personal interaction afforded by the mission was an absolute imperative to the cultivation of an accurate baseline matrix. Familiarity with the private sector context and stakeholders provided for cooperation and an amenable reception by extremely busy, jaded stakeholders¹ and helped to lower the transaction costs associated with mission implementation. However it became apparent, almost immediately that despite the pre-mission requests for information, structuring the information in accordance with the matrix guidelines would have to occur as a desk exercise and during the compilation of the report. The mission provided only for short, specific exchanges and a majority of the information needed to populate the matrix fields were forwarded post-mission.

As it pertains to the compilation of the matrix by far the most challenging aspect of the methodology was ensuring the inventory of programs/projects was exhaustive and the information complete, and thereafter the classification of the interventions since the DMX is intended to inform the PSAR which provides for a specific structure and classification system. For example, the classification "business environment" would seem to apply to a majority of interventions. However it has a very specific definition in the PSAR context, referring to interventions which impact regulations, permits and doing business indicators. This narrowed its application to about 1% of projects in the context of Belize. Once the utility of the matrix was understood within the PSAR context, classification became easier but there were many instances when interventions seemed to defy classification. Also a factor is that depending on program/project design, the intervention could apply to several categories and it was the rare intervention indeed which could be classified neatly under one category. Nevertheless each intervention was assigned a classification or several as the case may be, but a disclaimer, these may require further updates as the project progresses.

Key lessons learned in the application of the DMX;

1. The exercise would be more meaningful if the matrix and the PSAR were conducted concurrently and as intended;
2. In the case of Belize, private sector development appeared to be almost incidental to as opposed to the direct result of an intervention in many cases, and so many of the programs/projects did not fit neatly into the classification structure;
3. The mission is absolutely imperative in data collection and ensuring the integrity of the data and consultant familiarity with the context and stakeholders is a definite advantage;
5. Since the program/project landscape changes rapidly in Belize and there is currently no effective donor coordinating or tracking mechanism, keeping this information current will be a challenge.

¹ The mission occurred two weeks before the country's elections on March 7th, 2012 and stakeholders and the donor community resident in Belize for the most part were preoccupied with this.

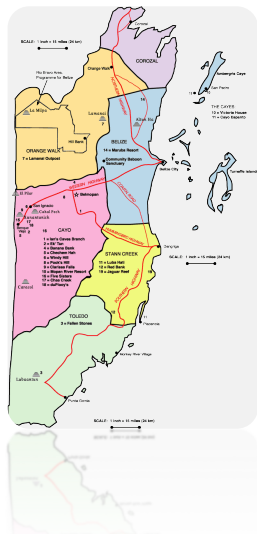
Failure to accurately track and assess PSD interventions will undermine the intended outcome of the DMX.

6. Translating the results to key stakeholder without the benefit of a PSAR, which provides for a more thorough analysis of the PSD context may also prove challenging.
7. Finally, in the administration of DMX consultants. unbundling the fees and reimbursable costs related to the mission would be extremely helpful since the current structure dictates that the consultant finance the cost of the mission.

4.0 BELIZE AND THE DONOR COMMUNITY FOR PRIVATE SECTOR DEVELOPMENT

Overview of Belize's Economy

Belize is a small developing country with a population of approximately 330,000 on 8,867 square miles (22,960 sq. km) of land, and with a GDP of (\$USD) 1.4 billion in 2010. The country is geographically situated in Central America and currently trades with the countries of Central America but is culturally, legally and historically linked with the nations of the Caribbean; allowing for a unique diversity in its people and culture and recognition and acceptance by both the Central American and Caribbean Trading blocs.



As a consequence of its relative abundance of land, its economy is based on natural resources: tourism, agriculture (sugar, citrus, and to a lesser extent bananas), and since 2005 and increasingly petroleum, which represented 21, 12 and 7% of GDP respectively in 2010. Despite a historical dependence on agriculture, services is now extremely important to Belize's economy, accounting for roughly 70% of employment and 54.1% of GDP in 2010. After a flat

performance in 2009, the economy expanded by 2.9% in 2010 driven by a substantial increase in the electricity sector and a modest increase in tourism.

The Role of the Private Sector

According to the IADB's Belize Private Sector Assessment discussion paper, in Belize's mixed economy, the private sector accounted for roughly two-thirds of the economy and the state one-third in 2008. General

government (central government plus the Social Security Board), revenues were equivalent to 32 percent of GDP in 2008 and expenditures were equivalent to 30.6 percent of GDP. The recent nationalization of the Telecommunication and Electricity sectors in 2009 and 2011 and the effort to

Belize: Selected Economic Indicators

	2007	2008	2009	Prel. 2010	Proj. 2011	Proj. 2012
(Annual percentage change, unless otherwise indicated)						
National income and prices						
GDP at constant prices	1.3	3.6	0.0	2.7	2.5	2.8
Nominal GDP (US\$ millions)	1,282	1,364	1,349	1,401	1,474	1,552
Gross domestic investment ^{1/2/}	17.2	28.4	22.0	18.0	19.0	19.0
Gross national savings ^{1/}	13.1	15.8	15.8	15.0	15.9	14.6
Consumer prices (end of period)	4.1	4.4	-0.4	0.0	4.2	2.5
Real effective exchange rate (July for 2011)	-4.9	-0.6	4.5	-3.1	-5.6	...
Money and credit						
Credit to the private sector	13.9	11.6	4.8	-3.6	0.3	1.5
Money and quasi-money (M2)	15.0	14.0	5.8	-1.8	4.2	5.0
(In percent of GDP, unless otherwise indicated)						
Central government^{3/}						
Revenue and grants	28.1	28.6	27.0	27.4	28.6	27.4
Current expenditure	23.1	23.3	24.5	24.0	24.9	24.6
Capital expenditure and net lending	5.7	4.9	3.7	4.5	5.4	5.4
Primary balance	3.8	4.2	2.4	1.9	2.2	1.8
Overall balance	-0.7	0.4	-1.2	-1.5	-1.6	-2.5
External sector						
External current account ^{4/}	-4.1	-10.6	-6.2	-3.0	-3.1	-4.4
Overall balance of payments (US\$ millions)	22.9	57.9	47.2	4.3	3.9	16.1
Public and publicly guaranteed debt	87.6	79.4	82.2	83.3	80.4	78.1
Domestic debt	8.2	7.4	7.1	11.9	12.1	11.5
External debt	79.4	72.0	75.0	71.4	68.3	66.6
Gross international reserves (US\$ millions) ^{5/}	108.5	166.4	213.7	218.0	221.8	235.2
In months of imports	1.6	2.1	3.3	3.2	2.9	2.9

Sources: Belize authorities; and Fund staff estimates and projections.

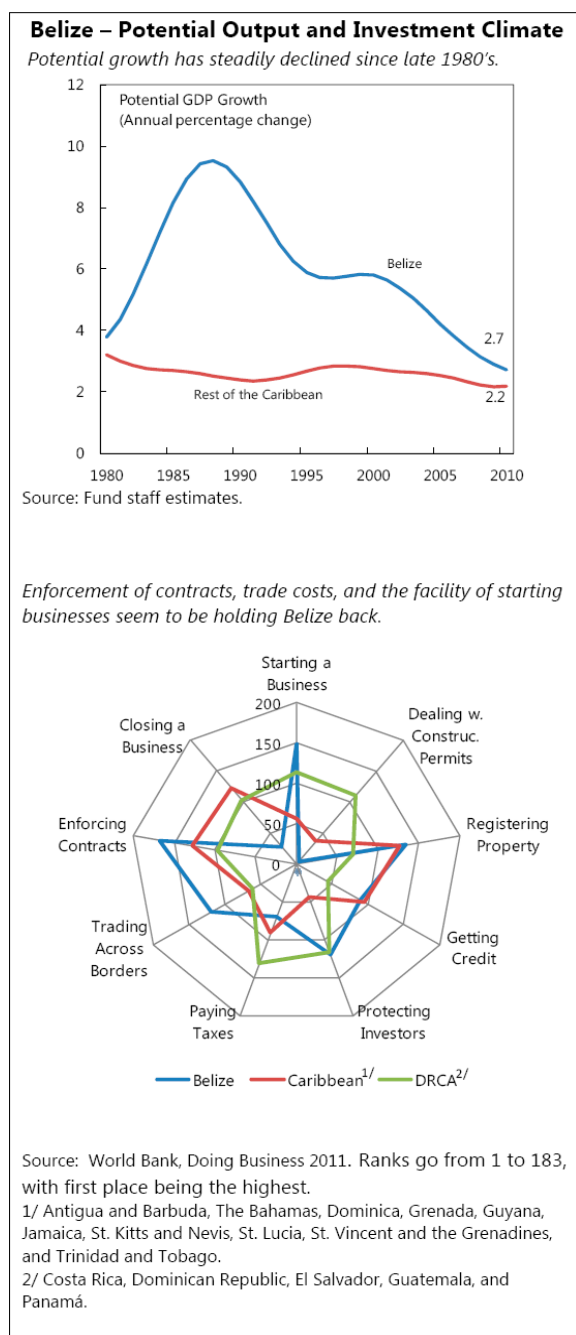
1/ In percent of GDP.

2/ Including inventory accumulation.

3/ Fiscal year ends in March. Budget projection for 2010.

4/ Including official grants.

5/ For 2009, includes the share of Belize in the IMF Special and General SDR allocations in the equivalent of SDR 18 million (US\$28 million).



enshrine state ownership of utilities in the constitution served to shrink the contribution of the private sector in 2011.

Generally, Belize experienced private sector led growth in the eighties and early nineties (averaging 7% in the eighties), mainly driven by the sugar and more recently the tourism industries. However, over the last two decades, growth patterns suggest that economic growth has been less driven by intrinsic private sector development and more reliant on public spending. Periods of excessively rapid growth in public spending resulted in large fiscal deficits, debt accumulation (83.5% of GDP in 2010) and a high cost of finance. These are considered binding constraints to growth in Belize.

According to the IMF's 2011 Article IV Consultations, improving the business environment will be critical to improving medium term growth prospects and improving productivity will require significantly strengthening the business environment². "Under the World Bank's Doing Business Index, Belize lags behind the Central American and Caribbean regions on such key aspects as enforcing contracts, trading across borders, and starting a business. Therefore, a more stable, predictable, and rules-based business environment would be critical to supporting long-term investment and business expansion"³.

However, improving the business environment and increasing the contribution of the private sector is made more difficult in the absence of meaningful data about its complexion and contribution. Accurate, current data on private sector activity is not readily available in Belize. There is information available but for the most part the data is fragmented, incomplete and insufficient to allow for meaningful assessment of the sector. For example the Belize Chamber of Commerce and Industry can

Figure 2- Belize Business Environment - IMF Article IV pg. 12

² IMF Article IV Consultation, December 2011, pg. 13

³ *ibid*, pg. 13

provide a list of its members by sector, but it is not comprehensive enough to assess the depth of private sector activity. The Belize Investment Promotion and Trade Development Agency (Beltraide) provides an importer/exporter manual but the information is not current, and the Belize Social Security Board and/or the Income tax and or General Sales Tax (GST) departments can provide information on sector composition, turnover, number of employees etc., but the information is compiled and presented differently and is not typically for public consumption. The Central Bank of Belize and the Statistical Institute of Belize collect and present national economic data which captures private sector contribution to some extent but there is not a focus on it. Also there is no evidence of any attempt to remedy this in the near future.

Adding to the problem is that many of the private sector players themselves are not organized or formalized enough to provide accurate data on their activities and contributions. Thus, even if there were a formal mechanism to capture private sector activity and impact, substantial work would have to be completed at the firm level to ensure the data is accurate and representative.

While it is widely accepted that the role of the private sector must be expanded to improve economic performance and to facilitate this the business environment must be improved, it is difficult to plan approaches and strategies in the absence of meaningful baseline data on the sector.

Donor Activity in Belize

The review of current donor activity in Belize reveals that PSD interventions are a small portion of all donor interventions in the country. Infrastructure development, social development and environment/disaster recovery/relief currently account for the majority of donor support initiatives (see World Bank's Donor Harmonization Matrix Annex 4⁴). A compelling argument can be made of course that support in these areas provide important spillover effects to encourage and stimulate private sector development. However it is the direct support to productive sectors, wealth creation initiatives and enabling environment initiatives that preoccupy us here and in that context the support is rather less than other thematic areas.

Currently there is evidence of eleven (11) programs⁵ and eighteen (18) projects with private sector development relevance which are currently active or have just closed (less than three months from the date of submission of this report). These emanate from thirteen (13) donors, ten or 77% of which are Multilateral donor agencies with a regional scope of programs. Two are from multilateral agencies with a global program scope and one specific to the member states of the Commonwealth Community. More on donor specific programming is available immediately below in the donor mapping schedule, pages 20-26, and in Annex 1 and 2 to this report.

⁴ The World Bank Donor Harmonization Matrix captures only the larger programs and projects but provides an important baselines for donor support to Belize.

⁵ For purposes of the DMX, programs are classified as a collection of projects that are designed to meet an objective and a project is defined as an individual initiative or one off event, Compete Caribbean Donor Matrix Guidelines, pg. 10.

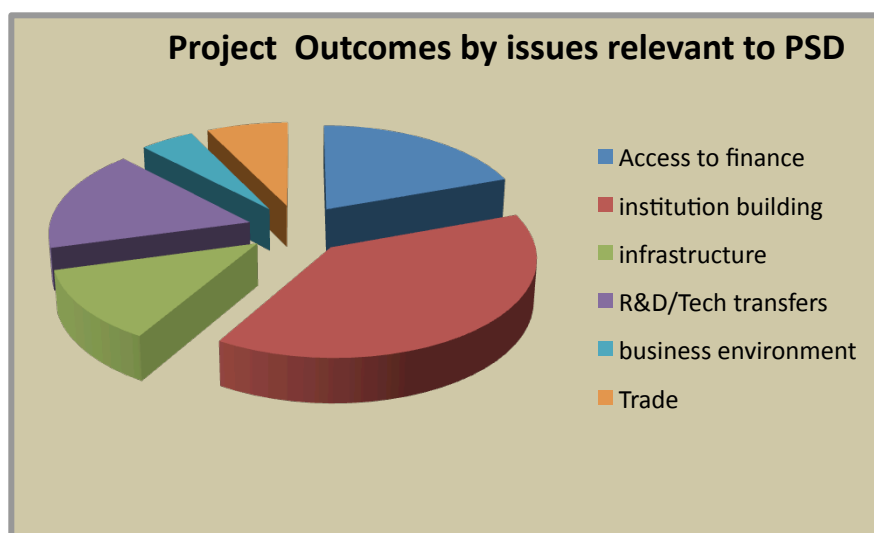
Together these account for approximately \$163.34M USD⁶ in funding invested in interventions across five main thematic areas, specifically:

- Interventions to improve international economic issues such as trade facilitation; trade missions, the export/import structures;
- Interventions to improve the domestic economy eg. macroeconomic stability, labour market adjustments, improvements;
- Interventions to improve the productive structure such as access to financing and capital generally or to specific targets (disadvantaged communities, women), specific sector support initiatives, infrastructure supply and innovation (R&D);
- Projects to improve institutional capacity through business support organizations;
- Direct support to private sector actors in the form of loans, technical assistance/capacity building and innovation support.

Of total PSD funding, grants account for 69% or 112M, loan or combination loan/grant funding provide for the remainder.

When considered by classification in relation to the programs and projects which speak to issues relevant to private sector development as identified under the Private Sector Development Assessment Guide, interventions which seek to improve the business supportive institutional infrastructure and access to finance dominate, with supply of infrastructure and investments in research and innovation/technology transfers closely following. Most projects/programs are designed to address/improve multiple private sector issues, with the most dominant pairings appearing as access to finance and business supportive institutional infrastructure; and supply of infrastructure and investment in research and innovation, including technology transfers. The most broad spectrum programs provide for all four.

When support is aggregated by donor, the largest contributor is easily the European Union (EU), which



because of two long term, (ten years or more), comprehensive sector reform programs, one for Bananas and the other for Sugar, and a 12.5M USD direct investment from the 10th EDF, provides for 105M of this funding. The Accompanying Measures for Sugar programme, which objective is to contribute to

Figure 3 - Concentration of Projects PSAR classifications

and direct support to Belcofen from the IIC and the CDB assessed at 14.5M USD. It does **not** include CEDA's direct assistance scheme which provided for direct grants to two businesses and technical assistance from the IFC to Atlantic Bank to improve its MSME portfolio because it was not possible to quantify the assistance before submission of this report.

poverty reduction and improve the standard of living and well being of the communities living in Northern Belize through Infrastructure improvement, competitiveness and economic diversification, provides for just over 50% or 60M.

Along with the European Union there are six other donors who have and are currently providing more than 1M USD in aggregate funding to Belize between 2009 and March of 2012. These are: (by size of investment, largest first);

- Inter-American Development Bank,
- Caribbean Development Bank and CartFund,
- CARICOM Development Fund⁷,
- Republic of China (Taiwan),
- International Fund for Agriculture Development,
- Central American Bank for Economic Integration

Small donors, i.e. those contributing between 10K-1M USD on the aggregate in current interventions are:

- Compete Caribbean
- Commonwealth Secretariat
- Caribbean Export Development Agency
- The International Finance Corporation - Advisory Group
- Global Environmental Fund
- Inter-American Institute for Cooperation on Agriculture

It is necessary to point out that any or all of the donors classified here as small, may have over time provided more than 1M USD in donor assistance to Belize. This analysis captures only those programs/projects which are current or recently closed as of March 2012 and does not account for programs/projects prior to 2009. Perhaps also worthy of note is that the United States assesses its current PS interventions at less than \$10K USD, the cost of its "Made in the USA Exhibition" and so its contribution was not included here. The US representatives on the ground in Belize indicate that the reason for the small size of its PSD investment in Belize is because the country focuses primarily on improving security related issues in the region, which as the representatives point out does have an impact on the quality of private sector development in Belize.

For clarity and perspective donor mapping is enumerated immediately below. The following legend explains the classification codes used in the exercise.

- **DE** Projects to improve the domestic economy eg. macroeconomic stability, labour market adjustments;
- **IE** Projects to improve international economic issues such as trade facilitation, trade regulations, export, import activity;
- **PS** Projects to address productive structure issue such as access to credit, finance, specific sector support, infrastructure support, R&D innovation;

⁷ Belize was the first member state to benefit from the Fund. The Agreement was finalized in February of 2011.

- **IS** Projects to improve institutional capacity related to private sector development
- **O** Projects which impact PSD but do not fit into any of the above categories